

Do Rewards And Work Flexibility Matter For Millennial Generation (Case Study On Property Agent In Surabaya)

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Abstract

This study aims to determine the effect of extrinsic, intrinsic rewards and work flexibility of job satisfaction for millennial generations especially work as a property agents. Types of research used in this study is a quantitative and research methods are used methods of explanation. Samples taken as many as 50 property agents by using purposive sampling. Analysis techniques used are descriptive statistics and multiple linear regression analysis. The Result of this study indicate intrinsic rewards and work flexibility has positive and significant effect on job satisfaction through millennials generation work as a agent property rather that extrinsic reward.

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INTRODUCTION

Having employees who are loyal to a company is undoubtedly the hope of every leader and business actors so as to reduce labor procurement costs. Job satisfaction is one of the factors that need to pay attention to since it may greatly influence on employees' actions at work. Low job satisfaction causes various negative impacts such as changing jobs, absenteeism and laziness to work. Job satisfaction is a pleasant or unpleasant emotional state of employees viewing their work. Time/duration of completion is a reflection of one's feelings towards his work. This can be seen from the positive attitude of employees towards work and everything in their environment.

Nowadays, companies in Indonesia are now facing a distinctive demographic that Indonesia has as a bonus, one of which is the productive population, called generation Y or millennial generation. According to BPS data in 2020, the Indonesian population have reach 270.20 million people, especially for Surabaya in 2020 dominated by the millennial generation that is given in Table 1.

Table 1 shows the number of residents by generation in Surabaya city where the millennial generation has a total population of 733,440 people. According to Glazer and Randall (2019), Generation Y was born from 1981 to 1996, so this calculation indicates that in 2020, the millennial generation will be in the age range of 25 to 40 years

Table 1. Population by Generation in Surabaya, 2020

Group Age	Year	Male	Female	Total
Post Generation Z	2013	175.927	169.138	345.065
Generation Z	1997-2012	363.924	345.922	709.846
Millennial	1981-1996	366.720	366.720	733.440
Generation X	1965-1980	320.447	331.297	651.744
Boomer	1946-1964	178.202	204.129	382.331
Pre Boomer	Before 1945	19.948	31.940	51.888

Source: BPS *Surabaya Municipality in Figures*, 2021

The phenomenon of the millennial generation who will control the wheels of the economy which is expected to improve the quality of life followed by an increase in the income of millennials.

Millennials are children of the baby boomer generation. When baby boomers educate their children with high hopes and provide proper education so that it will be useful when they work (Baiyun Gong, Regina A. Greenwood, David Hoyte, Arlene Ramkissoon, Xin He, 2018). The millennial generation has a unique character based on the region and socio-economic conditions. One of the main characteristics of the millennial generation is characterized by increased use and familiarity with communication, media, and digital technology. The millennial generation has creative, informative, fast-paced characteristics, easily changes jobs in a short time so that they look very reactive to environmental changes in terms of work, Gallup (2016) stated that millennials at work have much different characteristics compared to previous generations, including:

1. Millennials work not just to receive a salary, but to pursue goals
2. Millennials want to learn new things, get new point of view, get to know more people, take the opportunity to grow
3. Millennials don't want a boss who likes to command and control
4. Millennials don't want annual review, millennials want on going conversation
5. Instead of fixing their weaknesses, Millennials tend to think more about developing their strengths
6. For millennials, work is not just a mere work but it is part of their life

The characteristics of the creative millennial generation are a selective factor in choosing a job. This creativity is closely related to the use of technology by the millennial generation. Naim and Lenka (2018) stated that millennial generation employees are technology-oriented and organizations must exploit social media to create a company brand so that it attracts the millennial generation or Generation Y. Therefore, the millennial generation will choose interesting jobs, get good results or have career development opportunities.

Research from Nnambooze and Parumasur (2016) mentioned important factors for the millennial generation in form of compensation, giving recognition to individuals, flexible work schedules, and career advancement. Baeza, Gonzalez and Wang, (2018) stated that the managers should consider flexible work schedules to increase job satisfaction and attract millennial.

One company that employs millennial as salespeople is a property agent company. The property or real estate industry is always closely related to planning, design and construction, buying and selling, developing and managing property. Judging from the type, property is indeed very diverse, there are retail properties, offices, land, public housing, elite housing, to villas and hotels. In order for their products to be publicly known and purchased, therefore, developers need a professional executive to market their property, that is a property agent.

Table 2. Growth Rate of Gross Regional Domestic Product (GRDP) by Business Fields of Surabaya City, 2020 (percent)

Business Fields	Growth rate
Agriculture, Forestry and Fisheries	-4,90
Mining and Excavation	-6,34
Processing industry	-1,15
Procurement of Electricity and Gas	-6,25
Procurement of Water, Waste Management, Waste and Recycling	4,02
Construction	-5,39
Wholesale and Retail Trading, Car and Motorcycle Repair	-8,57
Transportation and Warehousing	-4,98
Accommodation and Drinks Provider	-10,87
Information and Communication	7,19
Financial Services and Insurance	0,23
Real Estate	2,00
Corporate Services	-7,11
Government Administration, Mandatory Defense and Social Security	2,33
Education Services	2,75
Health Services and Social Activities	8,75
Other Services	16,30

Source : BPS Growth Rate of Surabaya, 2020

Table 2 GRDP growth of 2% in 2020. The Real Estate category provides a relatively constant contribution to the GRDP of Surabaya city with a role of around 2.5 percent for the 2016-2019 period. The contribution of this category in 2020 is 15.35 trillion rupiah (2.77 percent). The rate of economic

growth in this category tends to fluctuate. In 2020, economic growth in this category was 2.00 percent, much lower than the previous year's 6.09 percent.

Generally *real estate* still growing positively due to the realization of long-term property. The length of time for offices and shops is relatively not too influential, because agreements are usually made before the Covid-19 pandemic occurs. Short-term properties such as rentals for weddings caused the category to slow down.

The increasing consumer demand for primary and secondary property, thus requiring salesperson. The existence of a property agent will be very helpful for sellers or buyers and tenants. The job of a property agent is to serve the primary needs of everyone, including the millennial target market, so this profession is one of the jobs that is in demand because it is relatively free from capital, not bound by time, fair income and many relationships

In Indonesia, the property sector includes: property agents have been regulated in the government regulation in the Minister of Trade Regulation No.33/2008 concerning Property Trade Intermediary Companies and under the AREBI (*Asosiasi Real Estate Broker Indonesia/Indonesian Real Estate Brokers Association*) code of ethics. This job is relatively free of capital and time bound and offers income from sales commissions ranging from 1-3 percent. Sales commissions are very important for work as a salesperson and for job satisfaction (Rangaraja et al., 2020).

The flexible working hours offered by property agents are perfect for millennials without any contractual obligations and absences. Based on the data, the researcher chose extrinsic reward, intrinsic reward and job flexibility as one of the predictor variables that affect millennial job satisfaction. According to Lloyd (2011), every company has 2 components of a reward system, those are extrinsic rewards or physical rewards under the work of employees and intrinsic rewards or psychological rewards related to self-esteem, self-satisfaction and pride in the results achieved.

Paine (2014) analyzed that millennial really value appreciation and recognition for the work that has been done and entrusted to them. According to (Azasu, 2009) real estate companies that have a total reward strategy also have better performance than their counterparts who do not have it.

Research related to the relationship between rewards and job satisfaction is conducted on technology-based new venture employees in India (Gulyani, 2018). The results of this research indicate a positive correlation between rewards and job satisfaction on employees. In this research, it is found that technology-based new venture employees by using a reward system will increase happiness and job satisfaction.

According to Carlson *et al* (2010) flexibility is a formal policy set by resource management or informal arrangements related to flexibility in a company. *Schedule flexibility* as a flexible work adjustment which means working place and time selection, both formal and informal, which facilitates employees in terms of how long (*time flexibility*), when (*timing flexibility*), and where (*place flexibility*) employees work. Working hour flexibility has become a powerful tool suitable for facilitating the flow

of transitions between work and personal life (Galea, Houkes and De Rijk, 2014).

Improved quality of human resources will be meaningless without being based on high motivation and great will so that they push themselves further and develop according to their abilities. The main indicator that a person must have in achieving certain goals is how to grow that motivation, they can try to fulfill their needs and desires through effort and hard work.

LITERATURE REVIEW

Millennial Generation

The millennial generation is better known as the Generation Y or children from the baby boomer generation who were born around 1980 – 1995 (Stewart, J et al., 2017). 2017). Generation Y is characterized by increased use of digital media, communications and technology. With this familiarity, this generation has the characteristics of being creative, passionate, productive and informative compared to the previous generation, Generation Y is more good friends with technology. They use technology in all aspects of life.

Almost all generations Y has a smartphone or a gadget so that he becomes a more productive and efficient individual. This generation has the characteristics of open communication, as a fanatical user of social media and has an open view of politics and the economy. This generational phenomenon is a challenge for business actors therefore they see it as an opportunity to embrace productive millennial generation workers.

Extrinsic Rewards

According to Lloyd L. Byars (2011), compensation refers to all extrinsic rewards that employees receive in return for their work. Extrinsic rewards are tangible rewards given by organizations such as salaries, incentives and benefits (Masquera, 2020).

Compensation related to rights that employees receive from the sacrifices made to the organization. Murty and Hudiwinarsih (2012) argue that a motivated employee will be energetic and passionate about the tasks assigned by the company, and if not, an employee with low motivation will often showing discomfort and displeasure with his work so that his performance becomes poor and the company's objectives will not be achieved. This displeasure later impact on the effect of employee satisfaction. Good compensation management will affect employee performance (Grabara, 2013).

According to Winkler, et al (2012), to measure the compensation of employees who work in the field of agency or real estate broker that are to mention: (1) Commission; (2) Bonuses.

Intrinsic Rewards

According to P Mosquera, et al. (2020) intrinsic rewards are factors in form of effect of awards given as well as praise that will provide individual satisfaction in employees. Based on the findings of Abiola and Ajila (2004), intrinsic rewards can be defined as 'psychological rewards for example the opportunity to use one's abilities, sense of challenge and achievement, receive rewards, positive recognition, and get treated in a proper manner.

Reward is a central concept of the working relationship, and therefore, reward management systems play an important role for organizations in attracting and retaining employees (Abdin et al., 2019; Akgunduz et al., 2020). Reward management can be explained as acknowledging and rewarding good performance and providing incentives to improve it (Armstrong, 2012). There is evidence (Azasu, 2009), that real estate companies that have a reward strategy perform better than their counterparts who do not.

According to Armstrong, 2012, the factors that influence individual intrinsic rewards include: Responsible; (2) Autonomy; (3) Recognition; (4) Achievements.

Work Flexibility

One of the strategies undertaken by the organization to retain these workers is to provide work flexibility or better known as Flexible Work Arrangements (FWA). Work flexibility is given as a form of variation when working, so that workers do not feel bored.

Giving work flexibility has advantages for the organization and members of the organization. For organizations, providing job flexibility can attract, get and retain high quality organizational members within their organizations (Casper and Harris, 2008).

According to Carlson et al (2010) which provided three measurements of work flexibility including: (1) *Time flexibility*; (2) *Timing flexibility*; (3) *Place flexibility*.

Job Satisfaction

Based on research conducted by Imran et al (2014), job satisfaction is the feeling or opinion of a person in an organization or company in his work. Thiagaraj and Thangaswamy (2017) job satisfaction is defined as a pleasant emotional state resulting from an evaluation of a person's work and achievements.

Employee satisfaction with his work is one of the important aspects in an organization. Employees who have a high level of job satisfaction tend to be more loyal to organization and stay with the organization during difficult times. A research conducted by Javed and Balouch (2014) argue, when employee job satisfaction was at its lowest; employees will leave the organization on purpose.

In accordance with Robbins (2013) measurement of satisfaction attributes employee work including: (1) Fairness; (2) Job itself; (3) Work-life balance; (4) Supportive work environment; (5) Colleagues.

Thinking Framework and Hypothesis Development

The framework in this study can be described as follows:

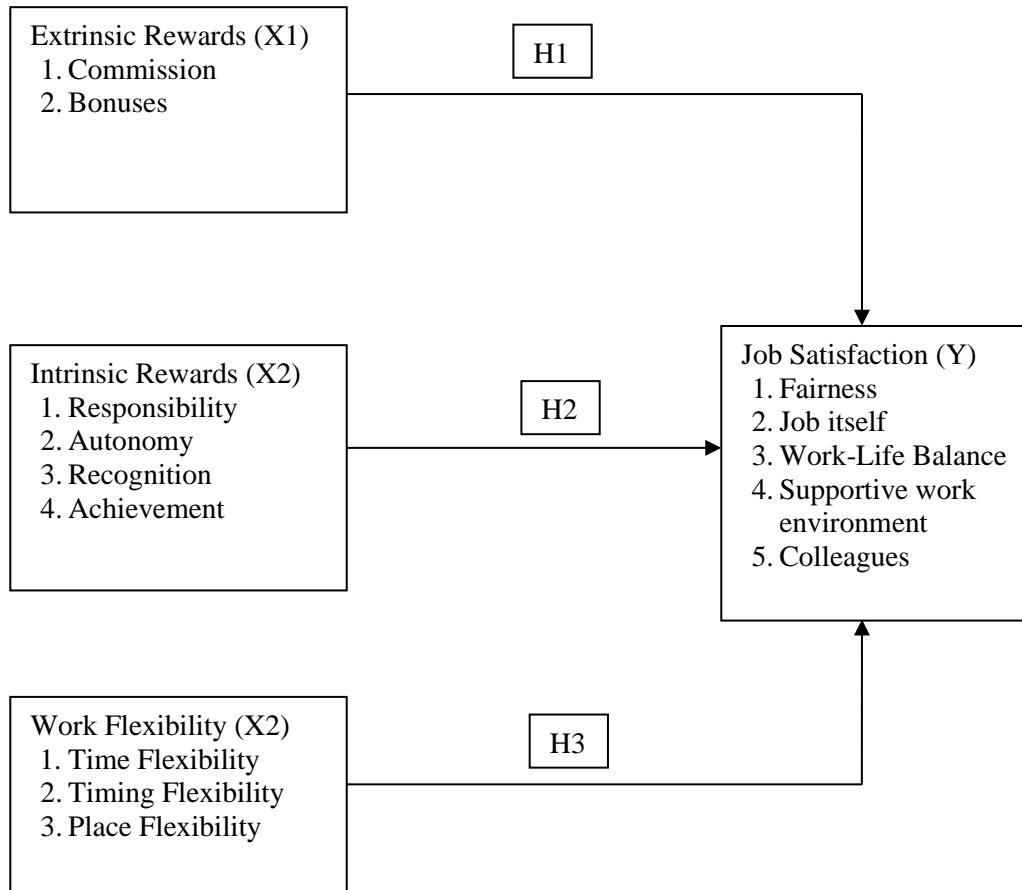


Figure 1. Framework

Based on this framework, the researcher builds a hypothesis as follows:

- (H1) extrinsic reward has no significant effect on job satisfaction of property agents;
- (H2) Intrinsic reward has a significant effect on job satisfaction of property agents;
- (H3) work flexibility has a significant effect on job satisfaction of property agents.

RESEARCH METHODS

Design of Research

This research uses descriptive research with a quantitative approach through the incoming hypothesis in the category of applied research since it departs from a practical problem and the main goal is not to develop theories or concepts, but to find solutions to problems (Neuman, 2013). This research aims to test the hypothesis that has been established and is aimed at analyzing the factors that affect the job satisfaction of the millennial generation as property agents, especially in Surabaya.

Variable identification

Research variable is a nature, activity or object that has several variations determined by the researcher to be studied and understood, then conclusions will be drawn from what has been studied

and understood (Sugiyono, 2016).

1. Independent Variable X

The independent variable is a type of variable that explains, influences or that have an effect on the outcome and have an effect due to interaction with the dependent variable (Indrianto, 2001).

2. Dependent Variable Y

The dependent variable is a variable that is strongly influenced or dependent on the independent variable. The dependent variable has other names such as outcome and effect variables.

Definition of operation variable

Definition of operational variables in this research include:

1. Extrinsic Rewards (X_1)

Extrinsic rewards are tangible rewards given by the company according to and commensurate with the work or effort expended by the employee. Statements from property agents using indicators developed by Winkler, et al (2012) which consist of:

X1.1: Quantity of sales commission given is very proportional.

X1.2: Quantity of sales commissions received are commensurate with the effort expended.

X1.3: Quantity of sales commission is fair according to sales achievement

X1.4: Quantity of bonus is fair in accordance with the achievement of sales.

X1.5: Quantity of bonus is commensurate with what is earned in the same job.

X1.6: Quantity of Bonus given is very competitive.

2. Intrinsic Rewards (X_2)

Intrinsic rewards are psychic rewards received by employees and to appreciate someone's contribution in achieving an achievement or target that has been determined by the organization. According to Oyoo et al, 2016 this reward indicator is adjusted to the conditions of indicators in property agent companies in reward giving, comprises:

X2.1: Organizations appreciating work result achievement

X2.2: Organizations provide rewards for achievers

X2.3: Reward system according to the work.

X2.4: Responsible answer according to qualifications.

3. Work Flexibility (X_3)

Work flexibility is a flexible work arrangement. Work flexibility includes how long (time flexibility), when (timing flexibility), where (place flexibility) (Carlson et al., 2010) so that it was adopted and adjusted to the working conditions as a property agent as follows:

X3.1: *Time flexibility* - Employee flexibility in choosing the duration of work.

X3.2: *Timing flexibility* - Employee flexibility in determining their work schedule.

X3.3: *Place Flexibility* - Employee flexibility in choosing.

4. Job Satisfaction (Y)

Job satisfaction is a positive feeling about one's job where the results from an evaluation of its characteristics. In accordance with Robbins (2013) the dimensions of measuring employee job satisfaction attributes which consist of indicators that are adjusted to conditions in the current Property Agent, as follows:

1. Satisfied with extrinsic and intrinsic rewards given to property agents
2. Satisfied in time management or balance between work and family life, personal needs and vacation.

Data collection Technique

1. Primary Data, that is data obtained directly from sources without going through intermediaries and collected specifically to answer the researcher's questions. The type of data used as the basis for testing the hypothesis is primary data obtained from the property agent of the millennials joined in a property agent company in Surabaya as a respondent with an instrument in the form of a questionnaire. As supporting data, it was obtained through direct interviews with millennial property agents
2. Secondary Data, namely the source of research data indirectly, through intermediaries. Secondary data is in the form of published or unpublished historical evidence, records or reports. Secondary data in this research include biodata and achievement of commissions per agent.

Data collection method is a way that can be used to collect data from empirical phenomena (Sugiyono, 2016). Data collection method is based on questions submitted to respondents to obtain information from respondents.

Population of research

Population is the whole object or phenomenon to be studied to study and draw conclusions (Ghozali, 2013). In this research, the population used is property agent of millennial in Surabaya. Where the researchers chose property agents, especially millennial in Surabaya, as many as 50 property agents.

Sample of research

The sample is part of the characteristics and the number owned by a population (Ghozali, 2013). The technique of selecting purposive sampling is by using the criteria that have been selected by the researcher in selecting the sample. By using the sample criteria that the researcher wants based on the research objectives.

To support representative data, this research uses a total of 50 property agents in Surabaya who are classified as millennial. This research uses the entire population as a sample, so this research uses the census method.

Data Analysis

This research uses multiple linear regression analysis technique with the help of SPSS

RESULT AND DISCUSSION

Statistic Descriptive Research Variables

Tabel 3 Statistic Descriptive

Dimension	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
x1.1	1.00	5.00	4.12	0.94
x1.2	1.00	5.00	4.18	0.98
x1.3	2.00	5.00	4.26	0.88
x1.4	2.00	5.00	4.10	0.93
x1.5	2.00	5.00	4.14	0.95
x1.6	2.00	5.00	4.22	1.00
Extrinsic Rewards	11.00	30.00	25.02	4.98
x2.1	2.00	5.00	4.34	0.82
x2.2	2.00	5.00	4.50	0.79
x2.3	2.00	5.00	4.28	0.86
x2.4	2.00	5.00	4.30	0.81
Intrinsic Rewards	8.00	20.00	17.42	3.01
x3.1	3.00	5.00	4.76	0.56
x3.2	3.00	5.00	4.72	0.61
x3.3	3.00	5.00	4.62	0.67
Work Flexibility	9.00	15.00	14.10	1.67
y.1	2.00	5.00	4.30	0.79
y.2	3.00	5.00	4.36	0.69
y.3	3.00	5.00	4.54	0.71
y.4	2.00	5.00	4.42	0.78
y.5	1.00	5.00	4.16	0.91
Job Satisfaction	14.00	25.00	21.78	3.22

Source: primary data (2021)

Validity and Reliability

It is known that the value of r-table for the data is 50, then the value of $df (n-2) = 50-2= 48$ with a 5% significance level of 0.3494, the value below this table comes from the SPSS results above. It is said to be valid if $r\text{-count} > r\text{-table}$.

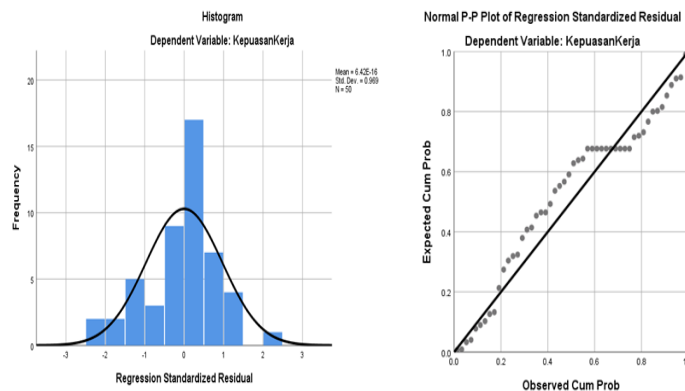
Tabel 4 The Result of Validity and Reliability Instruments

Variable	Pearson Correlation	r Tabel	Conclusion	Cronbach Alpha	Result
Extrinsic Rewards (X1)					
X1.1	0,868	0,2787	Valid	0,812	Reliable
X1.2	0,817	0,2787	Valid		
X1.3	0,912	0,2787	Valid		
X1.4	0,867	0,2787	Valid		
X1.5	0,943	0,2787	Valid		
X1.6	0,860	0,2787	Valid		
Intrinsic Rewards (X2)					
X2.1	0,929	0,2787	Valid	0,844	Reliable
X2.2	0,906	0,2787	Valid		
X2.3	0,941	0,2787	Valid		
X2.4	0,888	0,2787	Valid		
Work Flexibility (X3)					
X3.1	0,907	0,2787	Valid	0,866	Reliable
X3.2	0,914	0,2787	Valid		
X3.3	0,915	0,2787	Valid		
Job Satisfaction (Y)					
y.1	0,829	0,2787	Valid	0,812	Reliable
y.2	0,841	0,2787	Valid		
y.3	0,735	0,2787	Valid		
y.4	0,885	0,2787	Valid		
y.5	0,846	0,2787	Valid		

Source: primary data (2021)

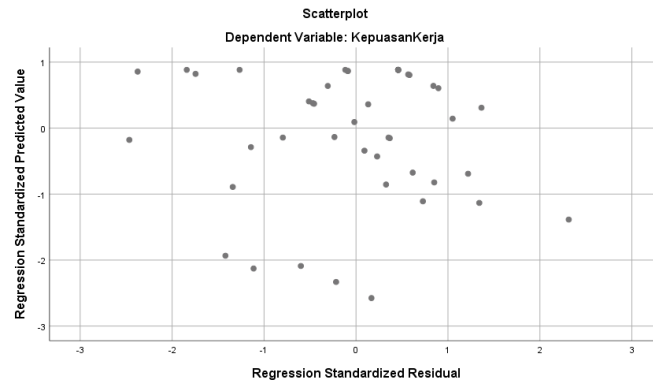
From table 4 above, it can be seen that the correlation value of each questionnaire has a value greater than $r\text{-table} = 0.2787$ ($r\text{-count} > r\text{ table}$). Therefore, it can be concluded that the statement on the questionnaire proved valid to measure the variables in the research. From the table above, it can be seen that the Cronbach Alpha value is > 0.7 , so it can be concluded that all indicators in the statements in this research variable are reliable or have proven as a measuring instrument.

Normality Test



Based on the picture above, the results of the normality test using histogram graphs and probability plot graphs show that the points spread around the diagonal line and follow the direction of the diagonal line or histogram graph. It can be concluded that the data in this research are normally distributed.

Heteroscedasticity Test



The picture above shows that the points spread randomly, and do not have a clear pattern and spread above and below 0 on the Y axis. This indicates that the variables in this research do not occur heteroscedasticity and have met the requirements as multiple linear regression models.

Multicollinearity Test

Table 5 Multicollinearity Test Results

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Toleranc e	VIF
1	(Constant)	0,466	2.197		0,212	0,833		
	Extrinsic Rewards	0,024	0,073	0,037	0,325	0,747	0,464	2,154
	Intrinsic Rewards	0,669	0,119	0,625	5,627	0,000	0,482	2,074
	Work Flexibility	0,643	0,170	0,333	3,775	0,000	0,764	1,309

a. Dependent Variable: Job Satisfaction

Based on the results of the multicollinearity test, it can be seen that from the table above, in the Centered VIF column. The VIF value of all variables was not more than 5 or 10 (there is literature that says no more than 10) so it can be said that in this research there is no multicollinearity in the five independent variables. Based on the classical assumptions of linear regression with OLS, a good linear

regression model is one that is free from multicollinearity. Thus, the above model is free from multicollinearity.

F Test

Table 6 Statistical F Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	369,344	3	123,115	40,674	.000 ^b
	Residual	139,236	46	3,027		
	Total	508,580	49			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Extrinsic Rewards, Intrinsic Rewards, Work Flexibility

Source: primary data (2021)

Results of data processing in the table above shows a significant value at 0.0000 (sig 0.00000<0.05). This means that the regression equation obtained is reliable or the model used is fixed. So this means that the independent variables are able to explain the dependent variable together.

Hypothesis Test Examination (T Test)

Statistical testing of t was conducted to determine whether there is a partial effect between extrinsic, intrinsic and work flexibility rewards on job satisfaction.

Table 7 Statistical Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,466	2.197		0,212	0,833
	Extrinsic Rewards	0,024	0,073	0,037	0,325	0,747
	Intrinsic Rewards	0,669	0,119	0,625	5,627	0,000
	Work Flexibility	0,643	0,170	0,333	3,775	0,000

a. Dependent Variable: Job Satisfaction

Source: primary data (2021)

Significance Test

Research Hypothesis Testing

As for the criteria in this significance test include:

- a. If the probability value is greater than the 5% significance level (> 0.05), then there is no effect between the independent variables on the dependent or H_0 is accepted and H_a is rejected.
- b. If the probability value is smaller than the 5% significance level (< 0.05), then there is an effect between the independent variables on the dependent or H_0 is rejected and H_a is accepted.

Result Hypothesis from table 7:

1. There is no effect between the Extrinsic Rewards variable on Job Satisfaction because the Sig value is $0.747 > 0.05$. So H_0 is accepted and H_a is rejected.
2. There is an effect toward the Intrinsic Rewards variable on Job Satisfaction because the P-values are $0.000 < 0.05$. So H_0 is rejected and H_a is accepted.
3. There is an effect toward the Work Flexibility variable on Job Satisfaction due to the P-values of $0.000 < 0.05$. So H_0 is rejected and H_a is accepted.

Coefficient of Determination (R^2)

Table 8 Coefficient of Determination Test Results (R^2)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,852 ^a	0,726	0,708	1,73979

a. Predictors: (Constant), Extrinsic Rewards, Intrinsic Rewards, Work Flexibility

b. Dependent Variable: Job Satisfaction

Source: primary data (2021)

The Coefficient of Determination aims to see or measure how much far the ability of the model to explain the dependent variable. From the SPSS output display in table 5 above, the amount of Adjusted R Square is 0.708, this indicates that the contribution of the independent variable is 70.8%, while the remaining 29.2% ($100-70.8$) is determined by other factors outside models that were not detected in this research.

CONCLUSIONS AND SUGGESTIONS

Conclusion

After this research, regarding the effect of extrinsic, intrinsic and work flexibility rewards on the work satisfaction of the millennial generation who work as property agents, has been conducted,

the following conclusions can be drawn:

1. Extrinsic reward does not really matter when the millennial generation works as a *Freelancer* or not bound by contract in a company.
2. Intrinsic rewards have a significant effect on job satisfaction, this is in line with research from Mosquera. According to Mosquera (2020), that property agents who are at the age of the millennial generation need recognition, responsibility and other intrinsic rewards, these are the most important components in job satisfaction.
3. Flexibility of Work has a significant effect on Job satisfaction because the millennial generation does not really like a very rigid work environment. This is because millennial tend to choose family and to set their own working hours.

Suggestion

Every company that have many millennial generation employees, the management must know the motivation and needs of each employee. Where the distribution of awards must consider age or generation regarding each generation has different behavior.

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